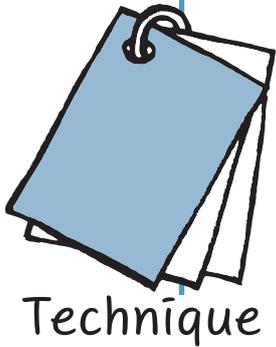


Recruitment and selection

Developing recruitment selection criteria



Technique

Selection criteria is developed to guide recruitment decisions. During the recruitment process applicants are assessed on the extent to which they meet the selection criteria - the preferred candidate is selected according to their overall suitability and best fit with the criteria, relative to other candidates.

Accurate selection criteria that are closely based on the required capabilities for the role facilitate more focused job applications from candidates and enable a more effective and efficient shortlisting and interview process by the manager/supervisor and/or person with disability who is recruiting to meet specific requirements and expectations for the role.

Process

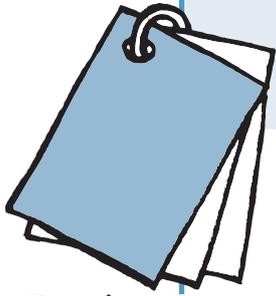
The **Workforce Capability Framework** guides the drafting of selection criteria in the same way as it guides position description development.

By way of example, for a senior member of a disability service support team it would not be unusual for one of the selection criteria for the role to be **'able to demonstrate excellent communication skills, both oral and written'**. It is easy to understand a busy team leader, manager or HR team relying on defining wording like this, however selection criteria defined in this way only provides a very broad description of the qualities required for the role.

Asking the manager or HR for an explanation of what these skills might be in the context of the role and how they would be recognised would probably elicit a more detailed response. However, candidates don't necessarily get the opportunity to do this. The recruiting manager also has to use the criterion and others like it to make judgements about each candidate's written application or interview responses and to make a decision on who to hire.

The following steps use the Workforce Capability Framework as the basis for developing effective recruitment selection criteria within the disability sector.

Recruitment and selection



Technique

e.g.

Step 1: Use the descriptions of the required capabilities from the relevant job level in the appropriate job family from the Workforce Capability Framework as the starting point for developing the selection criteria.

As an example, consider recruiting for a level 5 position in the Direct Service Delivery job family. Rather than using a generic 'able to demonstrate excellent communication skills, both oral and written' selection criteria statement for the role, it is more accurate to identify candidates who specifically meet the strategic core requirement of communication for level 5, as set out in the framework. The full capability description from the Workforce Capability Framework is as follows:

Able to demonstrate communication skills relevant to the role including:

- * Using a range of positive engaging techniques.
- * Adapting style to meet needs of the other person.
- * Collaborating effectively with other teams.
- * Assisting others to resolve conflict.
- * Dealing with complex matters involving interaction with internal and external professionals and related organisations.
- * Assisting with the preparation of complex management reports.

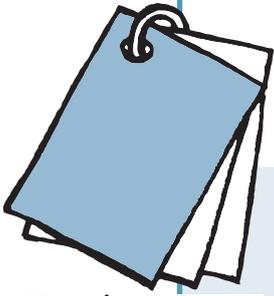
Step 2: Streamline the language and remove any points that are less significant to the role you are recruiting for.

e.g.

For example, demonstrates communication skills including:

- * Using a range of positive engaging techniques with individuals and families.
- * Adapting communication styles to meet needs of others.
- * Collaborating effectively with other team members across the different day services, including assisting in resolving conflicts that arise.
- * Assisting with the preparation of weekly outcome reports for the program.

Recruitment and selection



Technique

This less detailed version remains consistent with the capability requirements for the job level. It also forms a clearer basis for candidates to respond to in their applications and a basis on which a manager can approach shortlisting for interview and decide on questions to ask in interviews or of referees.

Step 3: Edit and finalise the criterion. Disability organisations will differ in how they present recruitment selection criteria. Here are some examples of finalised criteria using different styles of presentation.

e.g.

Example 1: Demonstrates positive and adaptable communication skills in an adults activity centre including working with individuals and families, collaborating effectively with other team members and preparing weekly outcome reports.

e.g.

Example 2: Demonstrates positive and adaptable communication skills in working with individuals and families in a day service setting. Is able to collaborate with other team members and resolve issues that arise. Has experience and/or skills in preparing weekly outcome reports.

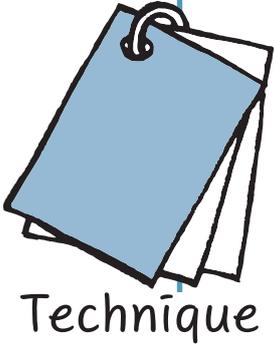
e.g.

Example 3: Applies positive and adaptable communication skills to working with individuals, families and colleagues. The intention is that the statement of capability from the relevant job level in the Workforce Capability Framework informs the drafting of the selection criteria, rather than restricts the emphasis and style which a disability organisation prefers to use.

Considerations:

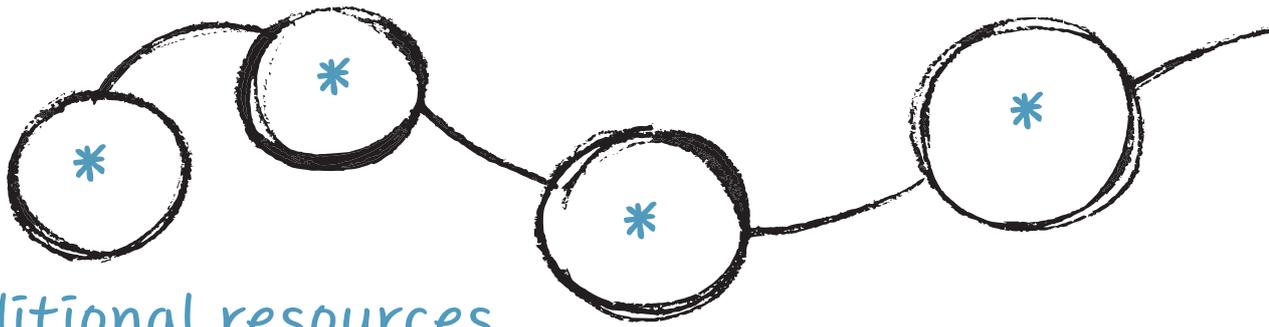
- * Disability organisations will determine which approach to using selection criteria best meets their individual operating requirements. These needs may vary across the organisation depending on the nature of the employment opportunities that arise, the likely candidate pool and the involvement and expectations of people with disability in the recruitment process.

Recruitment and selection



- * Where the recruitment for the role is on behalf of an individual with disability it is vital to involve the person and relevant stakeholders in the development of the selection criteria as well as ensuring everyone understands the requirements and expectations of the relevant job level for the role.
- * The drafted selection criteria are driven by the language in the Workforce Capability Framework's appropriate job family and relevant capability level for the role. The style and presentation is adapted to the needs of the role and the organisation and will form a more accurate basis for candidates to apply and on which selection decisions are based.
- * Some organisations will make a priority of using succinct wording but it is critical that the capability requirements are still accurately reflected in the manner set out above and that a generic approach like 'able to demonstrate excellent communication skills, both oral and written' is avoided.

Recruitment and selection



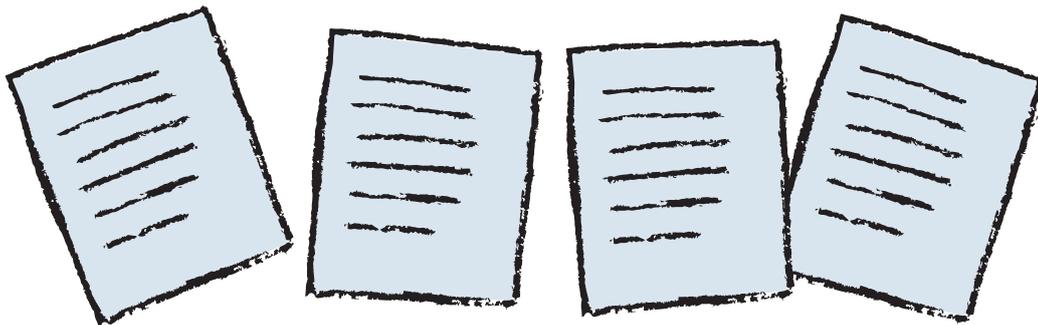
Additional resources

- * The Workforce Capability Framework.
- * The disability career planner and capability framework implementation guide.
- * Tips – writing recruitment selection criteria.
- * Tips – supporting individuals, family members and/or circles of support to develop selection criteria when recruitment for a job role.
- * Technique, tips and template – using 'important to and for' in job design and recruitment.

Definitions

The term **individual(s)** refers to an individual with a disability and their family and/or circle of support.

The terms **staff/employee(s)** refer to paid or unpaid members of the workforce regardless of their employment relationship with their employer i.e. permanent, casual, full-time, volunteer, etc.



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